MBTA PROCUREMENT INTERVIEWS

MASSACHUSETTS BAY COMMUTER RAILROAD COMPANY

(PROPOSER)

Thursday, September 26, 2013

Holland & Knight, LLP

Boston, Massachusetts

ATTENDANCE:

HOLLAND & KNIGHT, LLP
Maximillian Bodoin, Esquire

MASSACHUSETTS BAY COMMUTER RAILROAD COMPANY (PROPOSER)
Bonnie J. Murphy
John Hogan
Bernard McCall
Robert Johnson
Roland Pilod
Barry Osborne
Wiliam Gilbert
Marie Breen
Ronald Hartman

MASSACHUSETTS BAY TRANSPORTATION AUTHORITY (MBTA)
Susan Cobb
Gerard Kelley
James Whalen
Ted Basta
Sean McCarthy
Jonathan David
Bradley Kesler

1	* * *	11:40:41
2	MR. BASTA: Starting with safety,	11:40:41
3	the proposal includes safety committees.	11:45:38
4	What we'd like to know a little bit about is	11:45:41
5	how the committees -- how many committees	11:45:43
6	are we talking about, and their make-up and	11:45:47
7	how often they would meet.	11:45:52
8	MR. OSBORNE: Can I just jump in?	11:45:55
9	MS. MURPHY: Sure.	
10	MR. OSBORNE: We have -- each	11:45:57
11	department has at least one safety	11:45:58
12	committee, transportation, engineering, and	11:46:00
13	mechanical.	11:46:04
14	The mechanical department, we drive	11:46:05
15	safety through our department heads, through	11:46:07
16	our managers. So each department really has	11:46:10
17	an opportunity to shape the way they want	11:46:12
18	their safety committee to be formed.	11:46:15
19	Bernie has chosen to have two, I	11:46:18
20	believe, one for the north side, and three	11:46:20
21	safety committees through his department.	11:46:23
22	Engineering has one. Transportation has	11:46:25
23	one.	11:46:27
24	Transportation is now going into the	11:46:27
25	zone plan, so we're looking at a very --	11:46:29

we're looking at the safety committees and transportation. Right now there's one. We anticipate more because of the way the zones will be setup. We would really like to have each zone have their own committee. 11:46:31 11:46:33 11:46:35 11:46:37 11:46:40

Our safety committees are very structured. They have bylaws. They meet bimonthly. The trans -- the mechanical meets monthly. They are chaired by a laborer. 11:46:44 11:46:46 11:46:49 11:46:52 11:47:00

And we really feel that's important that the laborers step into the whole safety process. There's a lot of information that needs to be gathered that goes on out in the railroad that we need to have that labor involvement to bring it to the safety committees. 11:47:00 11:47:03 11:47:05 11:47:07 11:47:09 11:47:12 11:47:14

One of the problems that we have in the safety committees is things seem to languish a little bit in the committee. I'll give you an example. The engineers brought an issue of the foldup control car seats. Well, that took -- that came out of the transportation committee but it actually -- it was a mechanical issue that 11:47:15 11:47:17 11:47:21 11:47:22 11:47:24 11:47:26 11:47:28 11:47:30

1	needed resolution, so there was some	11:47:32
2	cross-departmental stuff that needed to go	11:47:35
3	on. And as progress went, we eventually did	11:47:36
4	replace all the control car seats and that	11:47:41
5	came out.	11:47:44
6	But by having the labor involved in	11:47:45
7	the committee, they understood that	11:47:47
8	sometimes things don't happen overnight. So	11:47:49
9	they got to understand the process, they	11:47:51
10	understand why things sometimes take longer	11:47:54
11	than they would really like them to happen.	11:47:56
12	And them being part of the process is	11:48:02
13	they've developed relationships within the	11:48:04
14	mechanical department, so if they found	11:48:06
15	another smaller issue, it wouldn't even go	11:48:08
16	to a safety committee. They'd have	11:48:10
17	developed a relationship. They know the	11:48:12
18	go-to people to get it done.	11:48:14
19	But sometime things just can't get	11:48:15
20	resolved whether it be money issues, budget	11:48:18
21	issues. We have a lot of issues with the	11:48:20
22	MBTA. You own all the facilities. We can't	11:48:23
23	do it until we go to you to get approvals to	11:48:26
24	modify some of your buildings in the case of	11:48:29
25	a fall arrest system or something like that.	11:48:31

So what we did establish was an interdepartmental committee which is made up of decision-makers from each department. When something languishes in the committee, it goes to that committee, a decision is made immediately at that meeting. 11:48:34 11:48:36 11:48:38 11:48:41 11:48:43 11:48:46

And I'll give you an example. We had an electrical bucket truck. It went into repair, come out of the shop, into the shop, out of the shop. The issue was brought up at the interdepartmental committee. Bob was there. Immediately, get rid of it, we're going to lease you a new one. So we have the decision-makers in place to meet those kinds of issues. Those are our employee committees. 11:48:47 11:48:49 11:48:54 11:48:56 11:48:59 11:49:02 11:49:05 11:49:07 11:49:09 11:49:13

We also are getting out into the industry because the peer-to-peer feedback that we get is very important. We are now participating in someFRA and Volpe Center projects, such as Clear Signal For Action, which is a peer-to-peer study that went on with three Class 1's. The results were phenomenal, 80 percent deduction in injuries, 70 percent reduction in engineer 11:49:14 11:49:16 11:49:18 11:49:20 11:49:23 11:49:25 11:49:27 11:49:30 11:49:33

recerts, 70 percent reduction in derailments. 11:49:36 11:49:39

The FRA is very anxious to bring that program now into the smaller commuter type railroads that really can't support it the way the Class 1's did, but they're going to make it possible for that to happen. So we are participating in that. 11:49:40 11:49:42 11:49:45 11:49:47 11:49:49 11:49:51

Another one is the 3CR, the Close Call Reporting Policy, again, an FRA and Volpe Center study. We're involved in that. FRA realizes there's a bunch of information out there that's just not getting to us in safety, so much so that they're willing to waive disciplinary rights just for the information that they could receive from these close calls. We're participating in that. 11:49:52 11:49:57 11:50:01 11:50:05 11:50:07 11:50:10 11:50:13 11:50:15 11:50:16 11:50:19

So, you know, we feel that our committees are very strong. We also feel they can get better. We're constantly working to make our committees better. 11:50:20 11:50:21 11:50:24 11:50:27

MR. MCCALL: Barry, let me explain that too. I want to pick up on that point as well. Barry talked about the 11:50:31 11:50:34 11:50:36

interdepartmental structure. It used to be one large mechanical department safety committee. I remember walking into a group as many people as this would be in a room and nothing would get accomplished. So now we have a commuter rail maintenance facility safety meeting. It meets once a month, 30 minutes in a room. We have a Southhampton facility. They meet once a month. We also have the layovers. 11:50:37 11:50:39 11:50:42 11:50:44 11:50:46 11:50:48 11:50:49 11:50:52 11:50:54 11:50:57

So there's specificity within the department committees. They zero in on two or three items. They don't have this whole laundry list of items that talk about and nothing gets accomplished. So, as a result, I said that earlier, I believe with that labor partnership, that's how we're getting results. 11:50:59 11:51:01 11:51:04 11:51:07 11:51:10 11:51:13 11:51:15

MR. JOHNSON: I'd just like to add just to echo on Barry's story that the bucket story is kind of what's been happening with it. They know that they go, they'll get a response. They know they're going to get a favorable response. As Bonnie had said earlier, there's no problems 11:51:17 11:51:20 11:51:22 11:51:24 11:51:25 11:51:27 11:51:30

with the unions, and since we took over back in '03, and I came on board in '04, the meetings have gotten very succinct and not long and rambling, you know, more of a complaint session because, you know, the shovels were green and not blue. 11:51:32 11:51:34 11:51:38 11:51:41 11:51:43 11:51:44

The other thing that we've also done is we have safety liaisons in the field. These are union representatives that go out there and they talk to the union people and they find out what's going on and we resolve the problems prior to them even coming up. 11:51:46 11:51:47 11:51:50 11:51:52 11:51:54 11:51:56

MR. HOGAN: I think that, on the transportation side, we have the safety liaisons that help chair our committee with a management member. And one of the things that we try to do in getting kind of the union gripes away from the real safety problems is when they brought these problems up, okay, it's your full-time job to be a safety liaison, go fix it, go talk to your brothers and sisters, as Bob had said, to try to fix it. 11:52:01 11:52:03 11:52:05 11:52:09 11:52:14 11:52:16 11:52:18 11:52:20 11:52:23 11:52:26 11:52:28

One of them was, you know, something that you don't hear often. There were 11:52:29 11:52:31

coyotes in Newburyport and our crews were afraid of getting on the train. Our safety liaison reported it. I was in charge of safety at the time. I said, okay, put a light up. I don't know. What do you want to do? I think we should put a light up. There's a pole there. There's access. Okay. I'll pay for it. Just get it done. She went out. She worked with Bob's electrical staff, put the light up. Now people just feel safer. 11:52:33 11:52:36 11:52:38 11:52:40 11:52:43 11:52:45 11:52:48 11:52:50 11:52:52 11:52:54 11:52:56

So -- and I think that's part of changing the culture with these committees is that, yeah, I'm going to authorize you to do it, but go get it done. Money's not an object. Fix it. Get it done right. But you're responsible for it. Don't just tell me the problems without coming to me with a solution. 11:52:58 11:53:00 11:53:02 11:53:04 11:53:07 11:53:09 11:53:11 11:53:14

MR. JOHNSON: We did help transportation with the coyote issue. Just for the record, coyote tastes just like chicken. 11:53:22

MS. MURPHY: One of the things I would like to say on the committees, the

safety committees, they're very important. 11:53:25
I have worked with the C3RS. I was 11:53:26
the executive at FRA for C3RS, the 11:53:30
Confidential Close Call Reporting, and that 11:53:34
is a really great, great program. It allows 11:53:37
the employees to turn in close call reports 11:53:42
and then it goes to NASA and they keep the 11:53:44
data. 11:53:47
Also, for Clear Signal For Action, 11:53:48
that is something that I worked with when I 11:53:50
was regional administrator. There was an 11:53:52
issue actually down in -- there were several 11:53:55
accidents that had happened down in the 11:53:58
Texas area. And what they were trying to 11:54:01
do, and this is why it started and I was 11:54:06
involved right from the beginning because it 11:54:08
was my region, is that trying to change the 11:54:10
behavior of the employees. And what that 11:54:12
does is -- when it's a peer-to-peer program, 11:54:16
they watch out for each other and they are 11:54:21
the ones that go and talk to the other, to 11:54:24
the employees. 11:54:26
And it did change the behavior. It 11:54:27
took a couple of years, but the behavior 11:54:29
changed and they turned into one of the 11:54:31

safest service units in the entire nation. 11:54:33
The other thing the safety committees 11:54:37
do, it allows the employees the, the members 11:54:39
of the committee, to voice their opinions. 11:54:42
They are able to share best practices with 11:54:45
industry or among themselves. And it's just 11:54:48
a -- it just works very well. 11:54:52
MR. OSBORNE: If I could just say 11:54:56
one thing, it's structured, it's chaired by 11:54:57
labor. There is a secretary. Minutes are 11:54:59
kept and those minutes are posted on our 11:55:01
internet sites daily so that everybody has 11:55:04
access to those minutes. 11:55:07
MR. MCCARTHY: Thank you. This is 11:55:11
also a safety category question. Your 11:55:12
proposal includes a goal to achieve a yearly 11:55:15
injury reduction rate of 15 percent. If you 11:55:17
could just expand on how you plan on 11:55:20
accomplishing the reduction. 11:55:22
MS. MURPHY: Well, as I said in the 11:55:23
presentation, we're at a very high level 11:55:25
right now. 96.3 is really good. And to 11:55:28
bring it to the next level, we need to start 11:55:33
looking at different ways to do this rather 11:55:35
than the conventional ways of having the 11:55:37

injuries be reduced. 11:55:41

So what we are looking at doing is working with data. We're going to be proactive rather than reactive. We're not just going to record numbers. We're going to take -- where it looks like there might be an accident where there might be an injury, we're going to look at where the numbers have been, where injuries have been occurring, and address those problems. So we're going to do that by data. 11:55:43 11:55:45 11:55:48 11:55:51 11:55:53 11:55:55 11:55:58 11:56:01 11:56:03 11:56:06

MR. JOHNSON: The other component of that too is that safety is a priority of our board of directors. There are three partners, as you know, ACI, Bombardier and Veolia. And when we have our board meetings, that's the paramount thing that they bring to us. 11:56:09 11:56:11 11:56:13 11:56:15 11:56:19 11:56:21 11:56:24

In fact, last year I had a horrific year. It seemed like everybody was getting injured and it was not a pleasant thing to report that. Veolia come in with their safety experts that come in, helped us do an audit and pointed out some things that we could improve on. 11:56:25 11:56:27 11:56:29 11:56:31 11:56:34 11:56:37 11:56:40

Another thing that we noticed too was with the aging workforce there was a lot of soft tissue injuries, so we implemented a stretching program. You can imagine how well received that was. We got them thinking about it because I told them. I said, you know, on Saturday when you go up to the golf course, you're stretching like a ballerina because you don't want to ruin your golf, but when on the field you're grabbing a jack and the next thing you know you're hurt. 11:56:41 11:56:43 11:56:46 11:56:49 11:56:51 11:56:53 11:56:55 11:56:57 11:56:59 11:57:02 11:57:05 11:57:07

And, also, we had several head injuries so we implemented a hardhat. 11:57:08 11:57:10

So those are the things that we target in on with the attempt of hopefully reducing the injuries. 11:57:12 11:57:14 11:57:16

MR. HOGAN: I think the basic way you improve in anything is that you look to the future, you look to what technology is available, and you change with the times. 11:57:19 11:57:20 11:57:24 11:57:26

So one of the things that we've done is put a lot of time and revamped our training. We call it block training on the transportation side because we give people 11:57:28 11:57:30 11:57:32 11:57:35

not only a couple of days of rules training, which is regulatory training, but we give them safety training. We give them security training. We give them harassment training. And we change the safety and security training every year based on what's happening in the industry. And I think that that's helped us go a long way. 11:57:36 11:57:39 11:57:41 11:57:44 11:57:46 11:57:49 11:57:50 11:57:52

Also, with our zone concept plan that we have in effect right now, there's a manager that's responsible for that employee. Not one for 500 people. It's, you know, one. They own the line. That's their employee. That employee knows and the employee knows that they're also responsible for themselves. 11:57:54 11:57:57 11:57:59 11:58:00 11:58:04 11:58:05 11:58:08 11:58:11

And it's not just the basic things that you'd even think about. We work very closely with Bernie's help on door closing. We inherited a railroad that ran at 60 miles an hour with the doors wide open. So it's an issue. People had fallen off, not only our own people but passengers. So we worked collaboratively with Bernie. And you know what? By Bernie just taking care of those 11:58:12 11:58:15 11:58:18 11:58:23 11:58:26 11:58:29 11:58:31 11:58:34 11:58:36

doors, cleaning out the guck that's in there and getting everything perfect, we were able to close all the doors, no delays to the passengers. Passenger injuries are down 80 percent and the employee injuries are where they are. 11:58:39 11:58:43 11:58:47 11:58:49 11:58:52 11:58:54

Because we care about our passenger's injuries as well. That's why we worked in partnership with the MBTA to install EDs on all of our control coaches. There are people on my staff who have saved two lives. Two managers have saved two lives. A very small investment for a life saved. 11:58:55 11:58:57 11:58:59 11:59:02 11:59:04 11:59:07 11:59:10

MR. MCCALL: From the mechanical department, when we begin revealing and try and analyze why people are getting hurt, they're not necessarily getting hurt working. They're getting hurt walking to a vehicle or walking in the parking lot or tripping over something as they're going from one location to the other. 11:59:17 11:59:17 11:59:21 11:59:23 11:59:25 11:59:27 11:59:28 11:59:31

The diesel shop, for instance, at the the end of this month will be two years injury free. The coach house was the absolute worst environment I inherited. 11:59:33 11:59:36 11:59:39 11:59:42

They're going on 14-months injury free. 11:59:45
So we're focusing on those items, 11:59:47
those behavioral issues. It's about 11:59:50
awareness. It's about attention to detail. 11:59:51
That's what we're focusing on in the 11:59:54
mechanical department. 11:59:56
MR. OSBORNE: If I could just give 11:59:57
you here's how we're going to improve and 11:59:58
there's the answer. Every one of these 11:59:59
presentations, the first thing these guys 12:00:02
talked about in their department was safety. 12:00:04
You asked a question. I'm the safety 12:00:06
director and couldn't get a word in edgewise 12:00:08
because these guys are focused on safety. 12:00:12
We've taken it from let's just call safety 12:00:15
on that to ownership. These guys own the 12:00:16
safety process. 12:00:18
How are we going to improve in the 12:00:19
future from a safety department wise? We're 12:00:21
going to change our focus. We feel our 12:00:23
processes are in good shape. Our SSPT was 12:00:25
recognized by AFTA twice, so we have our 12:00:28
policies in place. We're going to move to a 12:00:31
behavioral-based safety program right now. 12:00:34
We're going to engage our employees and not 12:00:37

1	just tell them that they need to be safe but	12:00:39
2	we're going to explain to them why and how	12:00:42
3	and we're going to watch their behavior.	12:00:44
4	MS. MURPHY: And I know that's what	12:00:45
5	we talked a lot about are the challenging	12:00:48
6	points, and that's what changes the	12:00:49
7	behavior. It's the focus for the employees.	12:00:52
8	And Clear Signal For Action is what I talked	12:00:54
9	about in the safety committee question. And	12:00:57
10	it's a peer-to-peer thing. It's a behavior	12:00:59
11	change. And that's exactly what you have to	12:01:01
12	do, change it behavior wise and then you	12:01:02
13	will start improving safety and it will	12:01:05
14	reduce.	12:01:07
15	Also, you have to look at where the	12:01:08
16	injuries are occurring and you have to look	12:01:10
17	at the data and the trends, and that's where	12:01:12
18	you go to bring it to the next level.	12:01:15
19	MR. DAVID: Thank you. In the	12:01:22
20	mechanical services plan, there's a	12:01:22
21	reference to an exclusive agreement with	12:01:25
22	Motor Power Industries related to the new	12:01:27
23	locomotives that will be coming in over the	12:01:31
24	next few months. Could you just clarify	12:01:34
25	what that or explain what that exclusive	12:01:37

agreement is.

MR. MCCALL: Jonathan, if I may, that agreement that we have with Wabtec Locomotive Services, it's actually designed to supplement the existing agreement that you have with MPI. The locomotive that's coming is so technologically sophisticated, the G diesel engine, the Webtac control system. We have locomotives 30 years old built by General Motors, no ED, that don't have anywhere near the sophistication that these particular vehicles are going to have.

This particular agreement provides additional technical support, training, troubleshooting, and assistance with material management. Specifically, those lead items, those internal items that take a long time to get, we'll have an on site representative on site throughout the course of this contract and beyond the warranty period of the locomotive.

So it's designed to help us help you and work collaboratively again with the introduction of this MPI locomotive.

I guess the exclusivity is because we

have it and our competitor doesn't. That's what that means. 12:02:43 12:02:47

MR. DAVID: Okay. Thank you. 12:02:50

MR. BASTA: This question is in a similar vein. What specific areas of responsibility will Bombardier and Veolia maintenance divisions have under the agreement? And, additionally, please provide an example of how either one of those will contribute to the maintenance agreements. 12:02:55 12:02:56 12:02:59 12:03:05 12:03:05 12:03:07 12:03:10 12:03:13

MR. MCCALL: Bonnie, if I may? 12:03:15

I can only speak to my experience so far with all three of the partners. Specifically, I can talk about Bombardier. 12:03:17 12:03:22 12:03:23

There has been a change of leadership within the Bombardier organization over the past three years. They have been very responsive to anything that I've asked them for since my tenure here with MBCR in 2011. Actually, I'll give you two examples. Perhaps the best way to define the responsiveness. 12:03:28 12:03:30 12:03:32 12:03:34 12:03:36 12:03:41 12:03:44 12:03:46

I had some process issues in the dealer shop. I quickly identified them, but 12:03:47 12:03:49

as I was learning within the organization, I couldn't spend anywhere near that time to assist with that process resolution. I picked up the phone and called a representative from Bombardier. They brought me down a Project 7 group. That's one of their consultants that works with that group. 12:03:52 12:03:54 12:03:56 12:03:58 12:04:00 12:04:02 12:04:05 12:04:07

They spent I think six to eight weeks with me. They provided me suggestions, recommendations. I've taken those suggestions and recommendations and we're beginning to slowly, methodically introduce them into the diesel shop environment. 12:04:08 12:04:10 12:04:12 12:04:14 12:04:15 12:04:18

I had another example where Coach 615 sustained some damage at the Southhampton facility. Bombardier was beyond our technical expertise to repair. I picked up the phone and called Bombardier once again. Not only did they provide us with structural analysis of the coach, they also provided us a repair plan for that coach. They supervised the repair plan as we were moving along. 12:04:20 12:04:24 12:04:26 12:04:30 12:04:33 12:04:35 12:04:38 12:04:40 12:04:43 12:04:46

So I think the responsiveness of this 12:04:46

new team working with my management group has been very, very good. We'll continue to provide lessons learned from around the world. Matt Burne, one of the board members, and I, I could pick up the phone right now and call him right now, Matt, I got a problem, can you send me somebody, they'll be right there. 12:04:48 12:04:51 12:04:55 12:04:57 12:04:59 12:05:02 12:05:05 12:05:06

The Bombardier fleet, the experience they have in the row tips (phonetic) with Los Angeles and Miami, we're all going to benefit from that experience as we rollout these new tech coaches. 12:05:07 12:05:09 12:05:11 12:05:15 12:05:17

The Veolia group as well, 35 operations around the world, 11 countries, again with the DMU workers and the DMU rollout. As we roll into DMUs, their expertise is once again going to help us. I'm very confident that the partners associated with this organization are going to help this organization clearly move forward. 12:05:19 12:05:21 12:05:24 12:05:26 12:05:29 12:05:33 12:05:35 12:05:36 12:05:38

MS. MURPHY: One of the things that I would actually like to say, at least about Bombardier and my personal experience from 12:05:39 12:05:40 12:05:43

working with them when I worked at the Coast Commuter Service, as well as in Texas, we had Bombardier cars. And they were absolutely very responsive to everything that we did. They were there. Any time we called them, they were there. They had a representative on the property for a while. 12:05:46 12:05:49 12:05:52 12:05:54 12:05:56 12:05:59 12:06:01

But when they didn't, there was a time when I was in Texas and we were having a major event that was supposed to be happening like on Monday. Over the weekend the FRA came in and shut us down because we -- the backs of the seats blocked the emergency windows. And so we had to move all the seats. 12:06:04 12:06:07 12:06:10 12:06:13 12:06:17 12:06:21 12:06:23 12:06:25

We called Bombardier on the weekend. They came in. They replaced and they changed all the configuration of the vehicles, of the cars, in order to, you know, satisfy the FRA, and then we were able to start. But without them coming and being as responsive as they were, we wouldn't have been able to run the equipment that we were supposed to. So I really think that they are very responsive. 12:06:26 12:06:28 12:06:31 12:06:34 12:06:38 12:06:41 12:06:43 12:06:45 12:06:47 12:06:49

MR. MCCALL: And just to followup with the new contract, Bombardier will be on the property well over one year. They're going to provide us with our WCO and end concept. They're going to help me in my fleet management introduction. So, again, I'm very confident it's going to work very well. 12:06:52 12:06:54 12:06:57 12:06:59 12:07:01 12:07:04 12:07:08 12:07:10

MR. MCCARTHY: Thank you. Can you talk about the specific responsibilities of the MBCR managers with respect to the observational testing and rules program. 12:07:11 12:07:14 12:07:16 12:07:18

MS. MURPHY: Okay. I can -- and where I'm pretty sure you're talking about, because there's observation testing and efficiency testing, but I think you're talking about the employees that are going from one department to another? 12:07:21 12:07:26 12:07:28 12:07:29 12:07:31 12:07:34

MR. MCCARTHY: No. I was actually referring to efficiency testing program. 12:07:36 12:07:37

MS. MURPHY: Okay. I have not been involved obviously. 12:07:41 12:07:43

MR. MCCARTHY: Probably should have directed it to you, Barry. 12:07:45 12:07:47

MR. OSBORNE: Yes. And I'll take 12:07:50

that. Obviously, we have it, a 217 program approved by FRA. We require efficiency testing from all our departments. There's certain regulatory testing that needs to be done by regulation. We are constantly looking to improve each manager as a quota of which we want to do. We try to meet our -- well, obviously we meet our regulatory requirements in our test and observation program. 12:07:50 12:07:53 12:07:56 12:07:58 12:08:00 12:08:03 12:08:06 12:08:09 12:08:12 12:08:15

The real challenge to a testing operation program is not so much in numbers. It's managers getting out and performing quality tests. And that's what we're really pushing for right now. 12:08:16 12:08:17 12:08:19 12:08:22 12:08:25

As a result, I think the presentation mentioned the safety compliance agreement. Very difficult time for everybody sitting in this room. I don't know that there's anybody here that wasn't affected unless you weren't here yet by that agreement. 12:08:27 12:08:31 12:08:33 12:08:34 12:08:36 12:08:38

We had to take a very close look at our testing and observation program. We were monitored monthly, as you know, by FRA. So we're really confident in our program. 12:08:41 12:08:43 12:08:48 12:08:51

We are not against changing it but I think it's solid. I think it's very solid. I think the managers do a great job of going out and doing tests. It's monitored. There's a six-month requirement under the regulation. We look at them every month. 12:08:55 12:08:57 12:09:00 12:09:02 12:09:04 12:09:06

The compliance agreement, we put a little extra. We developed a monthly testing plan. We look at the railroad, what's going on every month, and we put that into our monthly testing plan as a reminder that, hey, this happened and we want you to concentrate on those areas going forward. 12:09:07 12:09:10 12:09:12 12:09:14 12:09:17 12:09:19 12:09:22

MR. JOHNSON: One of the things that we found with the test and observation program is the way it was set up prior is that you go out and you do a test or an observation and it was reported down and went in. You'd have a manager, let's say Bonnie, shows up on the job and says, Sean, when is the last time you had a test and observation. You're a disgruntled union guy, I haven't had one in 20 years. 12:09:26 12:09:27 12:09:29 12:09:31 12:09:34 12:09:36 12:09:38 12:09:41 12:09:43 12:09:46

So what we implemented, and this was kind of John Hogan's idea, when he was in

safety is we have booklets of -- they're almost like tickets. And you go out and you sign I just observed you writing left-handed instead of right-handed and you'd give them and they'd to sign it off. 12:09:50 12:09:54 12:09:56 12:10:00 12:10:02

The other thing is we had to get the buy-in and increase the buy-in from the managers because the managers come up through the ranks, so I don't want to write you up or write you up as needing instruction so it would always be pass, pass, pass. 12:10:03 12:10:05 12:10:08 12:10:10 12:10:12 12:10:14 12:10:16

We've cracked down on that significantly, not only having them come in tracking these T&Os, but tracking the instructs. We got the word out there that it's not a bad thing to go out and say, Jonathan, you didn't have your safety glasses on. And that, I think, has been a pretty significant improvement, at least in my department. 12:10:17 12:10:18 12:10:21 12:10:24 12:10:27 12:10:29 12:10:31 12:10:34 12:10:35

MR. JOHNSON: I think -- I think -- we talk about training. We talk about test and observations. We have to train our managers to do the tests and observations 12:10:36 12:10:40 12:10:42 12:10:44

and to do the tests and observations that we want them to do and that the industry wants them to do. 12:10:45 12:10:48 12:10:51

Part of it is to make sure that employees who -- managers that didn't come from the railroad that they're getting NORAC qualified now. They're getting physically characteristic qualified with Barry's help on the rules side. We see that as a way that we can improve not only our safety but our efficiency, making sure that our new managers when somebody's just coming up as a foreman comes in and gets that week of training and informs of them of what is expected of them, not just giving them a book and you throw them in the field and you want them to go out there and do it. 12:10:52 12:10:56 12:10:59 12:11:01 12:11:04 12:11:05 12:11:08 12:11:10 12:11:13 12:11:16 12:11:18 12:11:21 12:11:23 12:11:25

And, listen, on the other end of the test and observation, we also do a much better job of hiring a quality employee across the table. We just do a much better job of hiring a quality employee through that training process all along the way, the test and observation. What we expect of them, we expect a 90 percent pass rate when 12:11:27 12:11:30 12:11:32 12:11:35 12:11:37 12:11:42 12:11:44 12:11:46

they take their NORAC test. 12:11:49

So we expect more out of the employees 12:11:51
and we expect when the managers go out that 12:11:53
they understand what they're talking about 12:11:56
when they're talking to the employee and 12:11:58
it's just not a pass and fail type thing, 12:12:00
that there is -- it might not have to go to 12:12:03
Barry, but that manager can say to that 12:12:05
employee, listen, this is this, this is 12:12:07
that, and go through the rules and to be 12:12:10
able to explain it to them to give them the 12:12:12
detail that they know to do the training 12:12:14
that's needed to have a good test and 12:12:16
observation. 12:12:19

MS. MURPHY: One of the things that 12:12:20
I'd like to say at least on the 217 rule, 12:12:21
which is the efficiency testing, we -- I 12:12:25
have seen so much. I -- this is something 12:12:29
that is extremely important to do. It's to 12:12:32
ensure that the train and engine crews know 12:12:34
what they are doing. They have to be paying 12:12:38
attention. They have to understand what the 12:12:41
rules are. The managers have to go out 12:12:42
there, and they will go out there if they're 12:12:45
not doing this already, and they need to 12:12:47

work with the employees. 12:12:50

And I have seen in two locations in 12:12:52

the country, and probably more than that, 12:12:55

but two that I can pinpoint right now where 12:12:57

managers were sitting in their office, not 12:13:02

going out and testing with their employees, 12:13:05

and their -- it turned out to where there 12:13:08

were a lot of accidents and a lot of 12:13:10

fatalities and a lot of injuries. 12:13:13

And we -- I sent a team out to do a 12:13:16

focused inspection, is what we called it, to 12:13:18

find out why in this particular area are 12:13:22

there so many accidents and injuries 12:13:26

occurring. I think there were seven or 12:13:27

eight fatalities within a very short period 12:13:30

of time. And what we found out is the 12:13:33

managers were not going out. They were 12:13:36

coming in. They were doing other things. 12:13:38

They were working on other jobs. So this is 12:13:41

extremely important. We have to test the 12:13:44

employees and this is something that they're 12:13:45

going to do. 12:13:48

MR. DAVID: Is there a requirement 12:13:50

by the manager to document the test and 12:13:53

observations and findings? 12:13:56

MR. OSBORNE: If I could, all of our testing is documented in the TRMS system. It is a requirement for documentation. 12:13:59 12:14:01 12:14:04 12:14:05

One of the other things that I want to say is we added to our 217 program is you could fail somebody or you could give them needs improvement but there was nothing to flag it, so we had to add in a requirement to if you're going to put in a fail or needs improvement, you've got to go back a year to make sure that that's the first one. And if it's not, then you have to progress your discipline according to the number of occasions that it's happened. 12:14:05 12:14:07 12:14:10 12:14:13 12:14:15 12:14:18 12:14:21 12:14:23 12:14:26 12:14:29 12:14:30

We're going to try to remedy that with a new system that we'll probably talk about a little bit later. But until then, that requirement is in there. And they are all documented. It's a requirement. It's auditable by FRA. 12:14:32 12:14:35 12:14:37 12:14:39 12:14:41 12:14:43

MR. HOGAN: And our friends from the FRA come in every two years and do a 217 audit on it. And we had no problems with the last 217 audit that we had, which is 12:14:46 12:14:48 12:14:51 12:14:53

tests and observations. 12:14:56
MR. DAVID: Thank you. 12:14:58
On dispatching, when the need arises 12:15:00
to hire new dispatchers or brand new 12:15:04
dispatchers in who perhaps lack previous 12:15:10
experience, what is -- what will be the 12:15:12
process for qualifying those new 12:15:16
dispatchers? 12:15:20
MR. HOGAN: I'll take this. 12:15:22
MS. MURPHY: Yes, please. 12:15:24
MR. HOGAN: I've been a dispatcher 12:15:25
in some way or form since 1988. It is a 12:15:26
great passion of mine, dispatching and 12:15:29
having a good dispatching officer, not only 12:15:33
having a safe environment but having 12:15:36
processes and procedures to do things. 12:15:38
One of the things that we've just 12:15:40
started recently, I had a brand new program 12:15:41
put in place. It's going to be used for the 12:15:45
group that we're hiring right now that will 12:15:47
start in October. 12:15:49
Unlike other places, we hire sometimes 12:15:50
dispatchers from the street. The first 12:15:54
thing we'll do when we bring them in from 12:15:56
the street is to put them with the 12:15:58

dispatcher for a couple of weeks, make sure they work all the shifts, right, because if somebody isn't used to this business, you don't know if they can work all the shifts. You want to put them on nights, afternoons and mix them up and make sure they still want to say. We want to make sure they have a feel for the office. 12:15:59 12:16:02 12:16:04 12:16:06 12:16:08 12:16:11 12:16:13 12:16:15

After that we give them to Barry for ten years of rules, NORAC rules straight out ten weeks. They get a quiz every week. They have to score an 85 on the quiz and at the end they're given a test. Once they clear NORAC, they come back into the office. They sit there for another week or two, even if they're -- even if they came from the ranges because we want to make sure before they go into the real training that they can understand the rule and they can actually manipulate the door. They understand entrance, exit, all the type of things that we do with dispatching. 12:16:17 12:16:20 12:16:22 12:16:25 12:16:28 12:16:30 12:16:34 12:16:37 12:16:39 12:16:43 12:16:46 12:16:47 12:16:50 12:16:52

After that they start their probation period working in on that desk. So they'll train on that desk anywhere from 30 to 12:16:54 12:16:57 12:16:59

60 days depending on the desk we start them on. There's six desks on the south side -- six desks on the north side, five desks on the north side. Depending on their territory, depend on their familiarity, they'll get 30 to 60 days. They get those 0 to 60 days. They also get to not only watch what the dispatcher does and then kind of start to do it, they have to learn about train meets, throwing switches. We try to get them out in the field with -- 12:17:03 12:17:05 12:17:09 12:17:12 12:17:14 12:17:17 12:17:20 12:17:24 12:17:26 12:17:28 12:17:31

MR. JOHNSON: Right. To add what John was saying, we put them out on high rails so physical characteristics qualifications, let them go out and see where the bridge is, let them go out and see where the streets are. 12:17:35 12:17:36 12:17:38 12:17:40 12:17:43 12:17:46

One of the things that we've done at the suggestion of John and his dispatching team is we actually took them down to a field right down to the plant so that they could see what the switches where are, what a ladder is, what an express track is, well, there's the Prison Point Bridge. And we got amazing response from these people saying 12:17:48 12:17:50 12:17:52 12:17:56 12:17:57 12:17:59 12:18:01 12:18:04

they look at it on a board and now they've got a better sense of why the train is going there. 12:18:06 12:18:08 12:18:10

You know, as you all know, operations is a dynamic operation. It's constantly changing and these are the types of small subtleties that we're constantly looking to improve the training process. 12:18:11 12:18:14 12:18:17 12:18:19 12:18:22

MR. HOGAN: And we make sure by the time they finish they have a test. They not only have a test to operate the board and rules but a physical characteristic test, so they know where the chicken yard is and where that is. They have to be able to draw it out like if you were actually a train engineer. 12:18:25 12:18:27 12:18:30 12:18:32 12:18:34 12:18:36 12:18:38 12:18:40

There's going to be biweekly -- there are -- biweekly evaluations from the dispatcher, listen, we're not looking for one union employee to rat on another employee, but there has to be a checklist of things that need to be covered and things you're proficient in, not only does the dispatcher who's training you have to sign it to say you've covered these, but you have 12:18:42 12:18:45 12:18:47 12:18:50 12:18:54 12:18:56 12:19:00

to sign it to say I understand these. 12:19:00
And I think that using this process, 12:19:03
we're going to have -- we've just -- we've 12:19:07
just really formalized a lot of the stuff 12:19:09
that we've been doing already. Also took 12:19:12
advantage in the last few weeks of kind of 12:19:14
going with the zone concept plan. 12:19:17
We have somebody who's in charge of 12:19:19
the north side now and somebody who's in 12:19:21
charge of the south. It just so happens the 12:19:22
person that's in charge of the north has 25 12:19:24
to 30 years dispatching experience, trained 12:19:26
dispatching, crew dispatching, and working 12:19:29
in the private sector setting up new starts. 12:19:32
So we've put him in charge of both of the 12:19:34
control centers so maybe that -- he's not 12:19:37
standing over their shoulder saying cross 12:19:39
that train, cross that train, but we need to 12:19:41
make sure that the processes and the 12:19:43
procedures are the same in any dispatching 12:19:45
centers that the MBTA owns. 12:19:49
MR. DAVID: Are those dispatchers 12:19:53
given the opportunity or are they required 12:19:56
to ride on the locomotives along the route? 12:19:58
MR. HOGAN: Yes. That's part of 12:20:05

1	the physical characteristics, so during that	12:20:06
2	60 days not only do they do the high rails	12:20:09
3	but they have to go out and physically learn	12:20:10
4	those lines just like if you were an	12:20:11
5	engineer. You have to ride the front of the	12:20:13
6	engineer. When they ride the front of the	12:20:15
7	train, they have to have the engineer sign	12:20:17
8	off that you've run the train with them. We	12:20:20
9	want to make sure they were physically out	12:20:23
10	there and spent that time in the field.	12:20:25
11	Dispatchers also get four days a year	12:20:26
12	in the field to ride trains. That's what	12:20:31
13	they do. It's not just going around	12:20:33
14	checking stations. It's riding trains to	12:20:34
15	make sure that they know the territory that	12:20:36
16	they're dispatching.	12:20:39
17	MR. OSBORNE: I just want to talk a	12:20:40
18	little bit about the rules part of it. It	12:20:41
19	sounds like ten weeks of rules like, my God,	12:20:43
20	how can you look at one book for ten weeks,	12:20:46
21	but it's a lot of situational stuff. The	12:20:49
22	instructor will create situations for them	12:20:51
23	to answer, lot of practice of radio	12:20:53
24	procedures, how to talk on the radio.	12:20:55
25	So it's not just we're going to look	12:20:58

at a book for ten weeks. It's a lot more interactive than you can imagine. The trainer is a former dispatcher and he certainly knows how to dispatch and what the guy needs to know. 12:21:00 12:21:04 12:21:08 12:21:10 12:21:11

And I just want to mention one thing. We're a little bit fortunate. One of our partners, Veolia, is sort of another set of eyes that we have available to come up, up into our operation, and they just recently did an audit of the dispatch center and they sort of opened our eyes to some things that we maybe overlook or as familiarity don't see it, but it's a great opportunity to get a fresh set of eyes in there, so I think that's been efficient too. 12:21:13 12:21:15 12:21:17 12:21:20 12:21:24 12:21:26 12:21:29 12:21:31 12:21:35 12:21:38 12:21:40

MS. MURPHY: One of the things that I'd like to say is before I left the industry, and it's been about ten years now, actually, probably 15, there was not a requirement for the train dispatchers, at least a federal requirement, to go out and get familiar with the territory. 12:21:42 12:21:43 12:21:45 12:21:48 12:21:50 12:21:52 12:21:56

However, I saw the difference of how it works when you do send the dispatcher out 12:21:59 12:22:01

to get familiarized with the territory. They're looking at a board and they don't -- they really don't know what's out there until they actually get out and ride. And it makes a world of difference. So, I mean, that's a great thing that you guys are doing. 12:22:04 12:22:06 12:22:08 12:22:10 12:22:13 12:22:16 12:22:18

MR. HOGAN: And we also take full advantage of the partnership that we have with the MBTA. Steve Jones was a dispatcher for a long time, as was Paul Carol. We got into it last winter and I was stuck on the south side and I didn't have -- Barry was stuck with me. I didn't have somebody that was me or Barry to go downstairs. Hey, Steve, where's Paul Carol, I need help. He went downstairs. Steve goes downstairs. 12:22:18 12:22:20 12:22:22 12:22:25 12:22:28 12:22:31 12:22:33 12:22:35 12:22:37 12:22:40

And when we start this new program, we'll obviously be looking for feedback from railroad operations to, you have at least 50 years of dispatching experience in railroad operations just with those two folks would, so we'll be looking for a lot of feedback. 12:22:42 12:22:44 12:22:47 12:22:53 12:22:56 12:22:57 12:22:59

MR. BASTA: Technical operation, 12:23:01

what's a chicken yard? 12:23:03
MR. HOGAN: It's actually on the 12:23:05
Green Line. It's a chicken yard. It used 12:23:07
to be a chicken yard a long time ago. It's 12:23:10
where they had chickens. 12:23:13
MR. BASTA: I thought maybe -- 12:23:15
MR. HOGAN: And you don't want to 12:23:18
know what they did to the chickens at the 12:23:19
end of the day. 12:23:22
MS. MURPHY: And I don't. 12:23:23
MR. BASTA: Okay. How about 12:23:26
describing specifically how the customer 12:23:28
service department is going to integrate 12:23:30
overall responsibilities with 12:23:33
transportation? We talked a bit about that 12:23:37
previously. 12:23:40
MR. HOGAN: I have to tell you that 12:23:44
at least here at MBCR it's not what I'm used 12:23:45
to in my previous life. There's a very thin 12:23:49
line between transportation and customer 12:23:52
service because we rely on each other so 12:23:54
much. 12:23:56
Actually, today the manager of 12:23:56
customer service is meeting with the Mayor 12:23:59
of Salem about the Haunted Happenings. So 12:24:01

there's just such a thin line between transportation and customer service. 12:24:03 12:24:06

We work on them with every single issue that comes up, not only delays but issues with the passengers. For instance, we have slippery rail season come out. I know we can't hand anything out but this is one of the flyers that we worked very closely with, not only transportation, but mechanical and engineering about slippery rail to explain to our passengers what slippery rail is, what steps we've taken, and what to expect from it. 12:24:10 12:24:12 12:24:17 12:24:19 12:24:21 12:24:23 12:24:25 12:24:28 12:24:32 12:24:34 12:24:37

We've also come up with one of these cards in customer service worked with my senior road foreman for our engineers so that they can -- so that they have like a little cheat sheet if they get stuck. 12:24:39 12:24:41 12:24:44 12:24:47 12:24:49

MR. JOHNSON: It also crosses departments too. It's not only customer service, but constituent service. With the engineering department, we deal with abutters. We deal with various communities. Some of the political issues that are outside the box. 12:24:56 12:24:57 12:24:59 12:25:01 12:25:02 12:25:05 12:25:07

So it's imperative to us when we get a call from Brad or anybody from his team to go out and respond to some of these things because, as we all know, a little issue about a tree hanging over a fence can turn into 17 calls from the State House. 12:25:09 12:25:11 12:25:14 12:25:16 12:25:18 12:25:23

Also, the customer service department also relays information to us and tells us where there might be some problem, a customer reported some tactile that was raised up, somebody saw a pothole out there. 12:25:25 12:25:28 12:25:30 12:25:32 12:25:34

And, also, with the great help from the railroad operations people that are also another set of eyes and ears for us, so it's -- and I'm sure Bernie responds to complaints himself. 12:25:37 12:25:39 12:25:41 12:25:44 12:25:46

MR. MCCALL: Once in a while. We have a 9 o'clock call every morning. Every department participates. Customer service is part of that, so we get feedback from the customer service department. 12:25:47 12:25:52 12:25:54 12:25:57 12:26:00

We also have a call in the afternoon at 3 o'clock, much smaller, department heads, customer service gets in it. We have the opportunity to share some dirty laundry 12:26:02 12:26:04 12:26:08 12:26:11

at that point because there's not as many people on it. So there is a very cohesive group that we have and we do interact well together. 12:26:13 12:26:15 12:26:18 12:26:22

We're figuring out some of the initiatives we have together. The Cape fire is just a wonderful example of everyone working together, each department working together, providing the customer service in so far and we've done a pretty good job collectively about that. 12:26:23 12:26:25 12:26:27 12:26:30 12:26:32 12:26:35 12:26:38

Little bit about the mechanical department. It no longer just lays within my group, my senior managers. We have boards now in the shop both at commuter rail facility and at Southhampton where the information that Linda Dillon and her crew puts out on a daily basis. The folks are repairing vehicles are responsible for the cleanliness. They see what the customer is complaining about from the previous day. 12:26:39 12:26:41 12:26:43 12:26:47 12:26:49 12:26:53 12:26:54 12:26:58 12:27:00 12:27:03

So in the event that maybe they were supposed to clean up a particular coach or they may have repaired a locomotive that failed, they can look at the board and say, 12:27:04 12:27:06 12:27:09 12:27:11

hey, I worked on that. 12:27:13

We're getting down to the trenches now 12:27:15
with getting the the feedback to our 12:27:17
employees, what the customers actually think 12:27:19
of us. So we have a pretty good team 12:27:21
together. 12:27:23

MR. HOGAN: And I think the most 12:27:25
important part to -- I'm not talking about 12:27:27
today. I'm talking about what we're working 12:27:28
on now to bring us into the future. It's 12:27:30
really about taking a 360 look at what our 12:27:34
customers are asking. 12:27:37

The customer service department does 12:27:40
surveys. They do question and answer 12:27:42
sessions. We do meet the managers and to 12:27:44
try to predict what some of the issues are 12:27:49
going to be to head them off at the pass, 12:27:51
even to look to last year to see where we've 12:27:55
had the most problems. 12:27:57

There has been -- you wouldn't think 12:27:59
customer service has anything to do with 12:28:00
slippery rail. It absolutely does have to 12:28:04
do with slippery rail because we want to 12:28:06
look to see where the customers were 12:28:07
explaining about the delays last year which 12:28:08

helped us identify the future and they've been part of the future plan. And they really -- it really touches every part of transportation. We even seek their input in the schedules, the crew runs, the RTC modeling. They're really our closest partner that we have amongst the team. 12:28:10 12:28:12 12:28:14 12:28:16 12:28:19 12:28:22 12:28:25

MR. OSBORNE: Just the item -- I'm not sure. Did you guys touch on service and equipment? 12:28:29 12:28:30 12:28:33

MR. HOGAN: I did not. 12:28:34

MR. MCCALL: It's another innovation we have. Although we talk at 9 o'clock in the morning and 3 o'clock in the afternoon, we are now going to have formal meetings with department heads like myself or a representative from my department, John and Bob as well, are all going to participate in this service improvement leadership team. 12:28:37 12:28:39 12:28:40 12:28:43 12:28:44 12:28:47 12:28:48 12:28:51 12:28:54

The focus of that is going to be customer service, how do we improve what we're currently doing. 12:28:55 12:28:57 12:28:59

MS. MURPHY: We talked about our on time performance, how does that get better, 12:29:01 12:29:01

how does the customer benefit from what we're doing as a team. 12:29:04 12:29:06

MR. OSBORNE: And I think customer service as far as safety goes has been fantastic. We used to have to rely on a conductor giving a safety message, for example, watch the gap. 12:29:08 12:29:10 12:29:11 12:29:15 12:29:18

How do we get that information out to the passenger? We relied on the customer. We had some LED signs, although now we had some, now we've got them on every truck head. We've got the solari (phonetic) boards and, more important, we've got social media. We've got a wonderful avenue to get these messages out to the public. They can go on Facebook. They can go on our website. They can go anywhere. We have ways of getting information to the public that we never had before. 12:29:19 12:29:21 12:29:24 12:29:26 12:29:29 12:29:32 12:29:34 12:29:37 12:29:40 12:29:43

And, really, it was customer service that really got into those type of social media issues. 12:29:44 12:29:45 12:29:47

MR. HOGAN: And it's really helped us with the "how can I help you" training that they've partnered with Mass DOT on. It 12:29:50 12:29:51 12:29:53

really gives our employees, the transportation employees in particular who have a day-to-day contact with the customers, the smallest thing can end up in an argument or end up bad look at us. And I think it really helps having customer service explain to our employees. 12:29:57 12:29:59 12:30:01 12:30:03 12:30:06 12:30:09 12:30:11

They do the training. We don't do the training. It's a full day training. And to go through the complaints and to see how when -- almost like a mediation almost. So they're saying, okay, John, you had this complaint. Well, all I said to them was, hey, I hate the Yankees, can I have the money now. Well, you probably shouldn't have told the guy from New York that you hate the Yankees. You probably should have just told him that not only do you have to pay your fare but you didn't buy it in the right place because now I'm going to get a complaint from you that says not only was he rude and said he hates the Yankees but he actually charged me two extra dollars because I was from New York. So we can tell our employees -- 12:30:14 12:30:16 12:30:18 12:30:21 12:30:25 12:30:28 12:30:32 12:30:35 12:30:37 12:30:39 12:30:42 12:30:44 12:30:45 12:30:46 12:30:49 12:30:53 12:30:55 12:30:57

MR. BASTA: So you did get that. 12:30:59
MR. HOGAN: They're fired. Strict 12:31:01
disciplinarian. Marine Corps here. 12:31:05
MR. PILOD: There's one small 12:31:10
thing. There's a particular interaction 12:31:11
which is the mid managers program which 12:31:15
customer service is leading where you have 12:31:17
every member of the senior team that goes 12:31:19
out there on the railroad to different 12:31:21
stations to admit the customers directly and 12:31:23
hear it from them as well. 12:31:26
MR. JOHNSON: As Bonnie said to me 12:31:30
customer service is not a department. It's 12:31:32
a way of life we want to preach through her 12:31:34
administration and as we march forward with 12:31:36
this contract. 12:31:39
MR. BASTA: So I'll expect my $2 12:31:41
rebate. 12:31:42
MR. OSBORNE: Done. 12:31:46
MR. MCCARTHY: How would you 12:31:50
propose that every CR propose to address 12:31:51
limited English proficiency requirements in 12:31:53
communicating with customers of limited 12:31:56
English proficiency? 12:31:57
MS. MURPHY: Okay. MBCR we do 12:31:59

recognize that there is a lot of diversity around. It doesn't matter whether or not it's your core rider or if it's your one time rider who comes in. There are -- we need to -- what we are going to do is either put flyers in. If there's one of your championship teams coming into town, you have people coming in from all over. So it doesn't matter if we have to put flyers down depending on in English -- not English, but Spanish or whatever language we need to do and do seat drops, bilingual signs. 12:32:02 12:32:04 12:32:06 12:32:09 12:32:14 12:32:17 12:32:22 12:32:25 12:32:27 12:32:30 12:32:34 12:32:37

We are trying to make the customer experience a really good one and we want to be able to have the customer be comfortable with where they're going and which directions so they know exactly which way to go. Bilingual signs, I don't know if there are any out there, maybe the signs that are the universal signs, the international signs that you see all over the world. Maybe John or. 12:32:41 12:32:43 12:32:46 12:32:49 12:32:52 12:32:54 12:32:58 12:33:02 12:33:05 12:33:10

MR. PILOD: I'd be happy to jump in about the limited English proficiency. Maybe, Bonnie, do you have the little pin of 12:33:11 12:33:15 12:33:18

1	our customer agents?	12:33:20
2	MS. MURPHY: Sure. You want to	12:33:22
3	show it or I can show it?	12:33:24
4	MR. PILOD: So this is pure	12:33:26
5	coincidence but there's the French flag and	12:33:29
6	American flag on there. So that's what our	12:33:31
7	customer agents are wearing at the ticket	12:33:33
8	office to identify themselves when ever	12:33:35
9	they're speaking different languages. We're	12:33:39
10	also starting to track what languages our	12:33:41
11	conductor is speaking so they can stop	12:33:43
12	wearing that pin as well, which will be	12:33:45
13	great.	12:33:47
14	We're fully aware of the diversity in	12:33:48
15	the Boston area and as well it's a very	12:33:52
16	touristy area, so we've looked at the fall	12:33:56
17	factor analysis that the MBTA has done a	12:33:58
18	couple of years ago and understand the main	12:34:01
19	languages are Spanish, Portuguese, Haitian,	12:34:04
20	Creole as well and Mandarin. There was a	12:34:07
21	specific target and focus on the commuter	12:34:09
22	rail areas, Worcester, Lawrence and Boston	12:34:13
23	areas. We've some some areas are over	12:34:17
24	40 percent of Spanish speakers.	12:34:21
25	So one of the things that we're doing	12:34:23

is rerouting people to the MBTA call center that I understand filters about 900 calls per month. We're also planning doing the same thing that the MBTA did by translating the website to be able to be translated as well in 14 or 15 different languages. The customer agents with the pins, I talked about it. 12:34:24 12:34:27 12:34:30 12:34:35 12:34:38 12:34:41 12:34:44 12:34:46

We're going to enhance our customer service software in order to take complaint in English. And there's also on the posters that we're going to display, there's small QR codes where you can pull up your phone and scan it, so we fully intend to use that technology as well. 12:34:47 12:34:49 12:34:53 12:34:56 12:35:00 12:35:02 12:35:05

A lot of times it's not only a customer system accessibility issue but it could also be a safety issue if there's something, some signs that the customer needs to understand to address information quickly. And at last we've engaged a consulting company, Title VI Consulting, to help us with those issues. 12:35:06 12:35:08 12:35:12 12:35:14 12:35:16 12:35:20 12:35:23 12:35:26

MR. HOGAN: And I think from an HR perspective we really look at who we're 12:35:29 12:35:31

1	hiring now and what skills they bring, and	12:35:33
2	one of the skills we're looking for is	12:35:35
3	they're more efficient in other language.	12:35:37
4	And obviously when we have notice that	12:35:40
5	there's an event happening, for example, the	12:35:42
6	soccer train that we ran Portugal versus	12:35:45
7	Brazil, they both spoke Portuguese. We made	12:35:48
8	sure there was somebody who spoke Portuguese	12:35:50
9	there. I was actually collecting tickets	12:35:52
10	with Steve Jones so if something happened we	12:35:55
11	could just turn around and get the person	12:35:57
12	that had an issue with language.	12:35:59
13	MR. MCCALL: John, did you know he	12:36:04
14	was fluent in Portuguese?	12:36:07
15	MR. MCCARTHY: You learn something	12:36:08
16	new every day.	12:36:09
17	MR. OSBORNE: There's offers	12:36:11
18	Rosetta Stone. Maybe we can encourage our	12:36:13
19	employees to take advantage of that.	12:36:16
20	MR. MCCARTHY: Good. Thank you.	12:36:20
21	MR. DAVID: On the disadvantaged	12:36:23
22	business enterprise program, these forms are	12:36:25
23	included in the operations and management	12:36:28
24	proposal. I'd just like to confirm that the	12:36:31
25	values that are on those forms are annual	12:36:33

amount.
MR. PILOD: So I just want to confirm the ten percent participation is correct. The amounts that are on the face of the form is actually the three-year amount. So I think it was 27 million over three years, so that would be 9.1 per year.
MR. DAVID: All right. Great. Thanks.
MR. MCCARTHY: All right. Those are the questions that we have for you. We've got more than enough time, as I expected we would. So I offer you the floor to follow-up on anything you thought you missed.
MR. JOHNSON: One of the things I saw, Sean, was there was a question about my educational background. What I wanted to do is just to explain that. The engineering department is misnamed. Basically, we're a maintenance weigh department. I think it's one of those terms that's been around forever.
As I said before in the interview, I worked my way up from literally a pick and

shovel in my hand and handled a lot of the maintenance jobs in A&M. I went to the Green Line. I know every inch of the rapid transit subways, same thing with the commuter rail. And when the Green Line flooded, results orientated, we handled that. 12:37:36 12:37:39 12:37:41 12:37:44 12:37:48 12:37:50 12:37:54

I think one of the things that we should be looking for, if there is an engineering problem, our partnerships have engineers. We have HDR and Acom that we bring in. We very rarely do it. We maintain the railroad. And I think that you really can't put a price on a good education, although people that have kids will probably disagree with that, but there's no substitute for experience. We know where everything is. We know where to react. We know how to get the problems going. And then if Brad comes to us with a special cause or special project, we bring in the experts. 12:37:55 12:37:56 12:37:58 12:38:01 12:38:05 12:38:07 12:38:09 12:38:12 12:38:14 12:38:16 12:38:17 12:38:21 12:38:23 12:38:26 12:38:28

MR. MCCARTHY: Thank you. I appreciate that. 12:38:30 12:38:31

MS. MURPHY: I'd like to touch on 12:38:32

that a little bit as well. Throughout the industry you get one or the other most of the time. I know it's changing and the BE's are very important, but when you start your career in the 70s or 80s it was more about what your experience is and what you learned. 12:38:33 12:38:36 12:38:41 12:38:44 12:38:50 12:38:52 12:38:56

And I know from working in different locations that very many, I won't say most, but there are quite a few Class 1 railroads on commuter railroads who do not have a formal education beyond high school. And it's either -- they go by experience. 12:38:57 12:38:58 12:39:04 12:39:09 12:39:11 12:39:17

I know quite a few people that I've talked to and they're very confident and they can do -- they can perform actually probably sometimes better because they have the experience, they know the railroad, they know the people, they know the language. So I can say that he has had extensive experience and seeing his resume and listen to him talk. Just wanted to let you know that. 12:39:20 12:39:24 12:39:26 12:39:28 12:39:29 12:39:32 12:39:35 12:39:38 12:39:41 12:39:43

MR. DAVID: We acknowledge that. Thank you. 12:39:44 12:39:45

MR. HOGAN: If we have time to brag -- 12:39:46 12:39:50

MR. OSBORNE: Not about you. 12:39:51

MR. HOGAN: Not about me. They know enough about me. 12:39:52 12:39:53

MS. MURPHY: I can brag about him. 12:39:55

MR. HOGAN: Our partnership with the Samaritans started probably around five years ago. And started out of, unfortunately, a young lady who was pregnant who stepped in front of one of our trains and it was the third in two weeks and calling the general manager at that time and saying, listen, I know we call them trespassers, I know that the police come in, bag it, tag it, and that's it. That's the industry that we're in. Everybody's been to hundreds of them but we have to do something. We just have to do something. 12:39:57 12:39:59 12:40:01 12:40:04 12:40:07 12:40:09 12:40:11 12:40:14 12:40:16 12:40:19 12:40:21 12:40:25 12:40:27

He actually knew somebody that was on the board of Samaritans that are the people at least in this day that tell you don't jump off the bridges. Our board stepped up, the old ACI, Bombardier, they stepped up with the money to fund the campaign with the 12:40:31 12:40:33 12:40:37 12:40:38 12:40:42 12:40:46

Sam not only every one of our stations that was designed by Coal & Company, which is a private firm that designed them. We've won awards all over the nation. We were the first in the nation to do anything like that. 12:40:49 12:40:51 12:40:54 12:40:57 12:40:59 12:41:01

Actually, next week I have to go to the Volpe Center to do some more stuff because now it's been spread nationally. And I can't tell you the feeling that I get when I get a call from Barbara Hertag who runs the Samaritans to say, hey, just want to let you know, you know, I can't tell you where, when, or how somebody called the other day. They saw your signs and called us instead of doing what they were going to do. 12:41:01 12:41:04 12:41:06 12:41:09 12:41:11 12:41:14 12:41:17 12:41:20 12:41:22 12:41:25

And now we've worked in partnership with the MBTA department and they've put something up and it's really something that we've been proud of and really been an industry leader in it. And it just came from just one night, one thought, and the board stepped up. It wasn't about money. It was about one life, two lives, that's all 12:41:27 12:41:31 12:41:34 12:41:36 12:41:38 12:41:40 12:41:44 12:41:45

we need to make it a better place. And those people are our customers and sometimes they're not our customers, but doesn't really matter. It's a human life. 12:41:49 12:41:51 12:41:53 12:41:59

Other than that everything else is great. 12:42:02 12:42:06

MR. JOHNSON: That call was from John's wife. 12:42:07 12:42:08

MR. MCCALL: If I may, you've heard a lot from us today about partnerships, partnerships with labor, the partnership that actually owns the MBCR. We recognize that you are our single biggest partner. We work very hard together. We're proud of what we've accomplished. I think the slide presentation touches a little bit about that. 12:42:11 12:42:13 12:42:15 12:42:18 12:42:20 12:42:23 12:42:25 12:42:28 12:42:29

We're proud of what Marie has done in the past couple months stepping in. We're delight today have Bonnie on board. Ron Reddis, Bonnie's replacement when Bonnie wasn't present, we have an industry leader with us working today. So as a group moving forward, we're just delighted to be here once again and thank you for the opportunity 12:42:30 12:42:32 12:42:34 12:42:36 12:42:39 12:42:42 12:42:45 12:42:47

to sit down here today and share with you what we believe is a very good company. 12:42:48 12:42:51

MR. MCCARTHY: Thank you very much. We appreciate that. We look forward to talking to you soon. Thanks. 12:42:56 12:42:57 12:43:00

(Time noted 12:43 p.m.)

CERTIFICATE

I, Kristin M. Kelley, do hereby certify that the foregoing record, Pages 1 through 60, is a complete, accurate and true transcription of my stenographic notes taken in the aforementioned matter to the best of my skill and ability.

KRISTIN M. KELLEY

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